



# MPD RECRUITING AND RETENTION UPDATE FY18 Q2

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*Oct 2017*

# MPD recruiting and retention strategic plan

## *Executive summary*




Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

1. **Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
2. **Enhance police recruiting efforts:** successfully add 200 new officers per year
3. **Enhance force multiplier recruiting efforts:** hire 100 PSTs and 25 dispatchers per year
4. **Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

# MPD Recruiting and Retention – Goal Progress

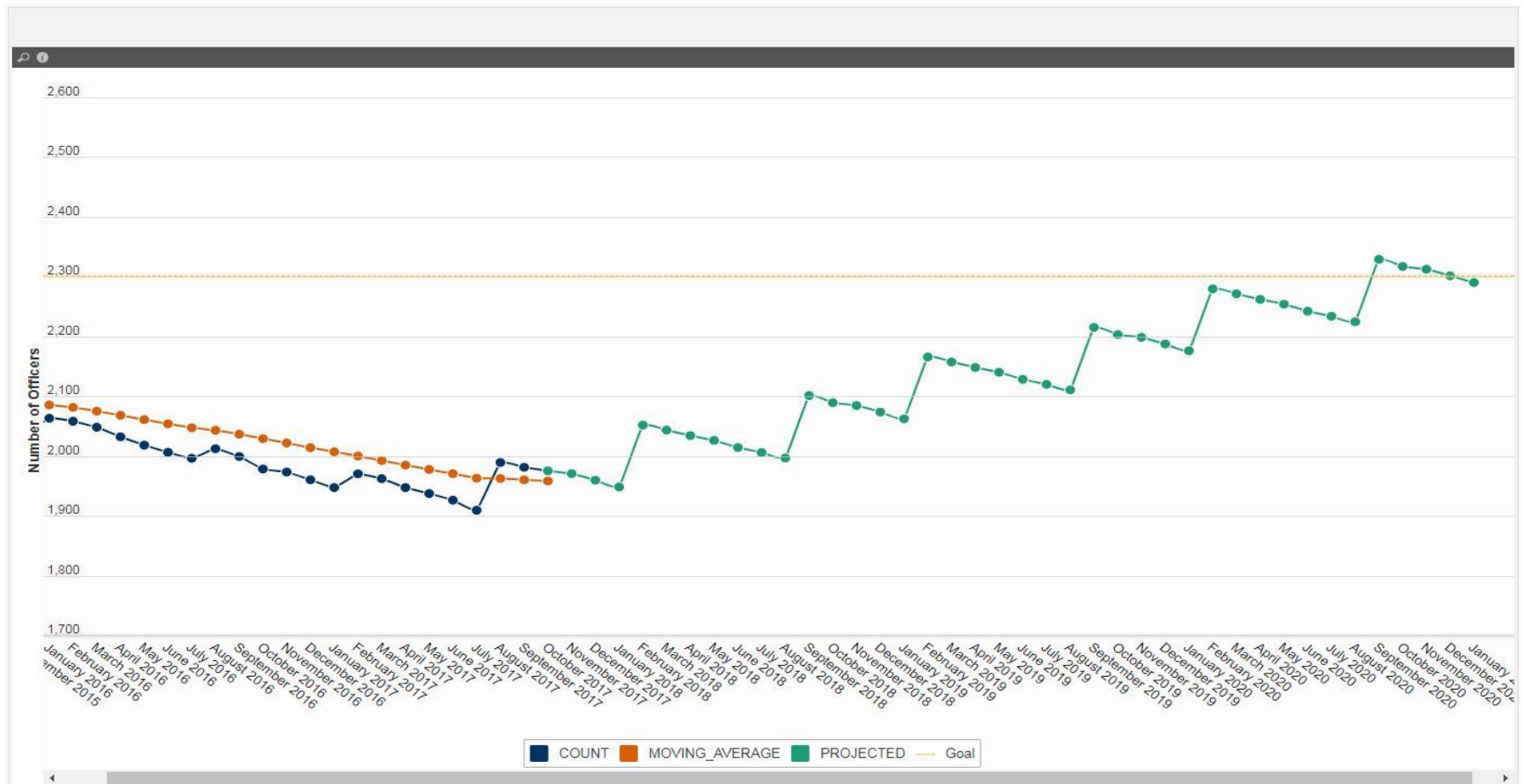
Goal	Description	Status	Comments
Enhance police recruiting efforts	Add 200 new officers per year		<ul style="list-style-type: none"> <li>85 graduated in Aug 17</li> <li>100 hired for PR124</li> <li>5 hired in lateral programs</li> <li>2<sup>nd</sup> Recruitment Road Show underway-13 cities + military bases</li> <li>College/University Criminal Justice Senior Recruitment</li> </ul>
Enhance force multiplier recruiting efforts	Hire 85 PSTs		<ul style="list-style-type: none"> <li>Currently have 66 PSTs</li> <li>Ramping up 2<sup>nd</sup> Blue Path and PST classes now</li> </ul>
Lower sworn officer turnover to 2013 levels	115 sworn officers per year		<ul style="list-style-type: none"> <li>109 resigned/retired YTD</li> <li>75% Take rate with retention bonuses</li> </ul>

# MPD current compliment *(as of October 23)*

Role	Number of employees
Commissioned Officers	1,973
Police Recruit	102
Police Radio Dispatcher	139
Police Service Technician	66

# Police Complement Tracking

This chart shows the total officer count from Dec. 2015-July 2017. The orange line is a 13-month average, and the dark blue is the headcount at the first of each month. The green line shows the growth needed to reach 2300 officers by December 2020. The goal is achievable if the City graduates 222 officers (two classes of 111 per year) while losing 108 officers per year to attrition. The City lost 133 officers to attrition in FY17 and graduated 85 officers in the most recent class.



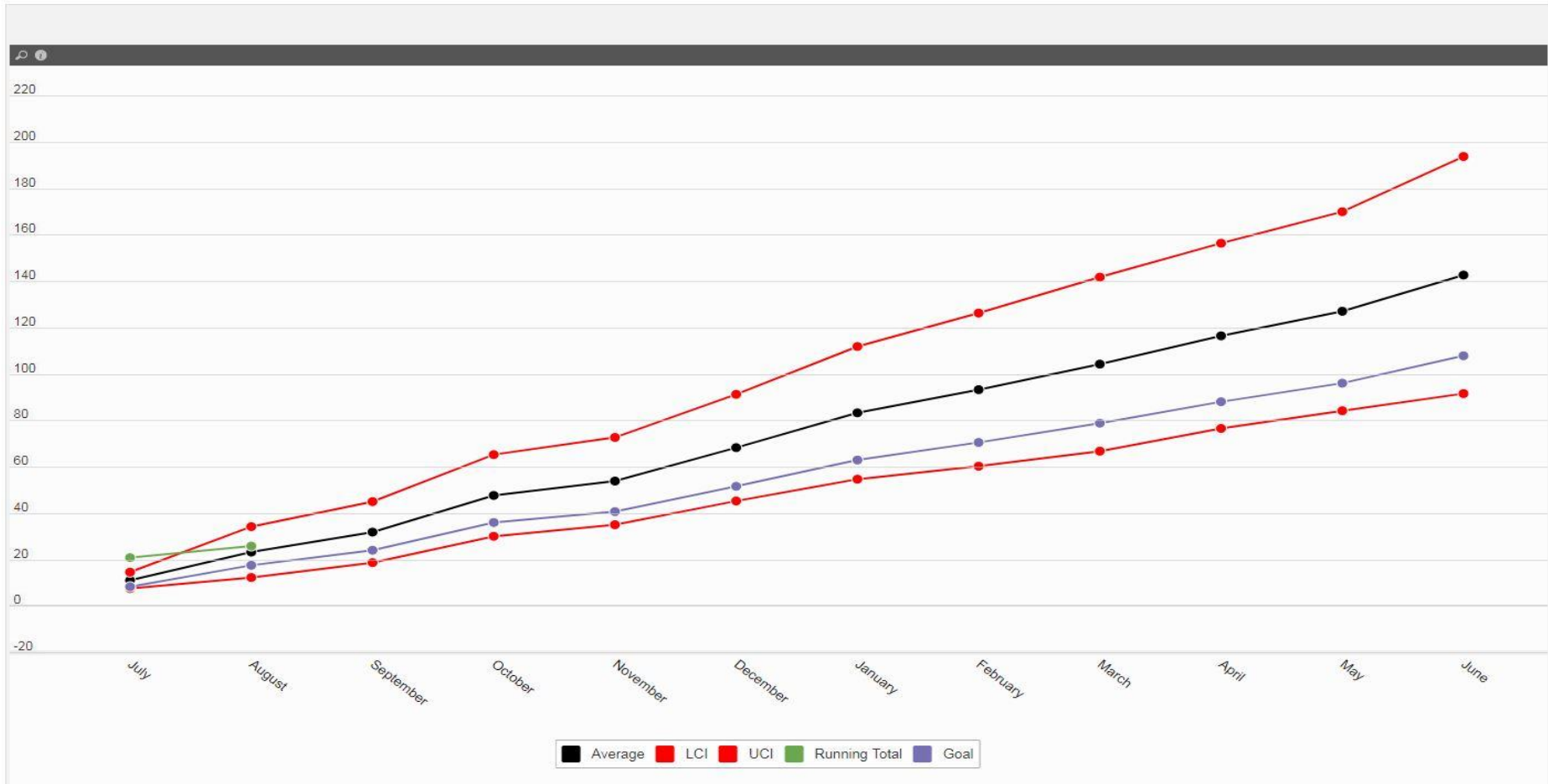
# MPD attrition *(as of October 23)*

	Police Services								
	Commissioned			Non-Commissioned			All Employees		
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total
2012	43	31	83	10	25	55	53	56	138
2013	45	57	115	6	17	40	51	74	155
2014	77	83	168	17	23	52	94	106	220
2015	71	111	182	5	18	23	83	121	205
2016	72	68	140	10	35	45	81	103	185
2017	55	54	109	4	27	31	59	81	140



# Police Separations FY 2018

This chart shows the rate of officer attrition month-over-month for FY2018 with the six-year average in black and the running total in green. The purple line shows the FY18 attrition goal of 108 officers. The red guide rails represent the upper and lower confidence intervals, meaning we can say with 90% accuracy that future values will fall within this range.





# Workforce Plan

MPD Projected Workforce Need - 2018 - 2020					
Calendar Year	2017	2018	2019	2020	2021
MPD Sworn Headcount Forecast - March 31	1964	2006	2111	2216	2321
Applicants	4000	6000	6000	6000	6000
PII Recruit Starting Academy	210	300	300	300	300
PII Recruit - Graduating (30% attrition)	147	210	210	210	210
Lateral Recruit - Graduating	25	25	25	25	25
Total Additional Recruits	172	235	235	235	235
Sworn Attrition	130	130	130	130	130
<b>Net Officer Gain</b>	<b>42</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>





# Retention Bonus

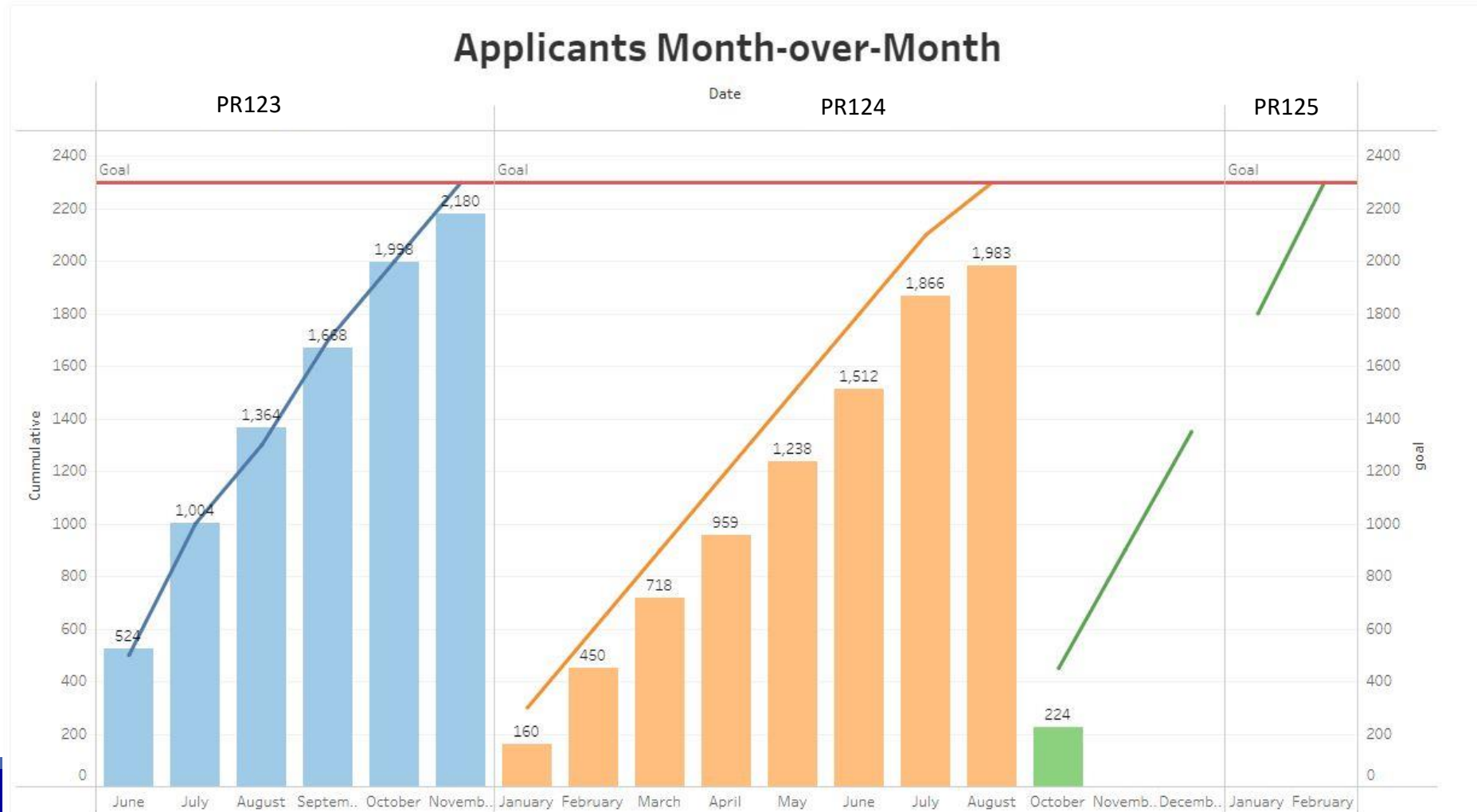
*As of 10/23/2017*

	Silver (3 – 5)	Gold (6 – 8)	Platinum (9 – 11)	Total Participants	CY17 Projected Amount (\$)	Take Rate
Agreement signed	69	323	149	541	\$1,082,000	78%
No agreement	39	74	39	152	\$0	
<b>Grand Total</b>	<b>108</b>	<b>397</b>	<b>188</b>	<b>693</b>	<b>\$1,082,000</b>	



# Police Applicants By Class

PR123 had 2,180 applicants, 108 enrollees and 85 graduates. PR124 had 1,983 applicants and 100 enrollees, and is set to graduate in January 2018. The applicant goal for PR125 is 2,300 applicants.





# Tentative Upcoming Class Dates

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- General Class PR125 - March 19, 2018
- Fast Track Class 2- February 19, 2018
- Blue Path Cohort 2- June 25, 2018
- General Class PR126 - August 20, 2018
- Lateral Class 19 - June 18, 2018
- Fast Track Class 3 - June 30, 2018



# YTD Spend

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	YTD Spending
Recruitment Support	\$454,276.61
Travel Budget	\$0
Retention Bonuses	\$0
Culture Initiatives	\$0
<b>Total</b>	<b>\$454,276.61</b>

- YTD Spend is \$454,306.61 out of \$1,603,150 - 28% of spend
- Retention bonuses will be paid on 11/17 increasing spend



# Next Steps

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- Established new public safety recruiting team in HR
- Ramping up for PR 125<sup>th</sup>
- Launching new \$2000 referral bonus program
- Multiple city roadshow
- 13 cities + military base hiring + college/university recruitment